

## Rating Level Definitions/Examples of Work

To ensure that performance ratings are applied consistently and fairly across IDFG, it's important for supervisors and managers to assign the rating that most accurately reflects the employee's pattern of performance for the review period. If you need assistance or have questions about the performance ratings, please contact Human Resources.

**EXEMPLARY PERFORMANCE (EX):** *This rating occurs infrequently and acknowledges employee performance that results in significant accomplishments and/or deserves special recognition for significant performance in completing special assignments, in addition to Excellent performance in their regular work duties.*

Employee meets and often exceeds expectations for performance expectations listed at Excellent/Solid Sustained Performance level AND consistently demonstrates performance such as:

Employee is recognized as highly skilled and knowledgeable in their field, actively sought after for advice and guidance. Exceptional quantity of work, often ahead of schedule and can be depended upon to work independently. Assigned to special agency projects. Tracks trends on concerns or anticipates issues or problems regarding agency or statewide initiatives. Consistently looks for improvements to streamline processes or cost efficiencies. Exerts a major positive influence on management practices, operating procedures, and program implementation, which has contributed substantially to organizational growth and recognition beyond that normally expected for the employee's job category. Proactive and demonstrates foresight in correcting situation that may cause future problems. Frequently and effectively uses limited resources including staff to gain maximum results. Highly innovative and successful in identifying alternative resources to accomplish objectives. Has developed ideas for reducing costs or increasing Department income that have been successfully implemented and achieved cost saving goals. Provides outreach and collaborates with internal and external groups, provides periodic reports to groups, and informs next level of management of concerns or anticipated problems. Is effective at implementing problem solving processes for difficult customer concerns, establishes a clear chain of command to prevent difficult situations from escalating and resolves them in a timely manner. Effectively influences, persuades and negotiates towards consensus. Clearly identifies problems, develops solutions, and communicates solutions, in a manner that creates ownership/acceptance amongst affected parties. Consistently seeks out and capitalizes on opportunities for professional development and mentoring for self, supervised staff, and co-workers.

**EXCELLENT/SOLID SUSTAINED PERFORMANCE (SS):**  
*This employee exceeds performance expectations.*

Employee meets and often exceeds expectations for performance expectations listed at Achieves Performance level AND consistently demonstrates performance that is accomplished across all dimensions of the position such as:

Relied upon to provide consultation or technical assistance within agency. Adopts practices to improve work processes, enhance customer satisfaction and ensure excellence in daily work. Regularly looks for improvements and looks for opportunities to provide better service. Anticipates problems and takes necessary corrective action to prevent or lessen consequences. Accepts new, different, or changing work requirements or procedures. Resolves conflict situations promptly and appropriately while remaining open to discussion. Models proper work ethics and practices. Demonstrates capability to adapt to new, different, or changing work requirements or procedures. Ensures the communication medium is appropriate for the situation. Evaluates processes or systems and makes recommendations for cost effectiveness and efficiencies. Volunteers for additional work and willingly accepts new responsibilities. Often

gains greater use of available resources than expected. Plans for and uses resources efficiently; always looking for ways to reduce costs. Provides research, data collection, and quality improvement activities as directed by supervisor. Provides system improvements that decrease cost of operations and/or improve efficiency of operations, as directed by supervisor. Participates in and supports the implementation of formal quality improvement plans. Values the importance of delivering high quality and innovative service. Effective interpersonal skills and a commitment to and concern for others. Ability to develop customer friendly solutions to address concerns within law, rule, policies or processes. Works with customers to resolve problems to satisfaction of both parties. Provides options to resolve disputes over agency's decisions. Collects relevant facts, develops response and determines best communication method for situation.

#### **ACHIEVES PERFORMANCE STANDARDS (APS)**

***This employee meets job expectations or is developing new skills and gaining new knowledge, or is new to their position.***

Demonstrates the knowledge and skills to perform the work and a commitment to quality. Meets and follows through with job expectations, projects, goals, and commitments in a timely manner. Ensures work product/service is accurate, reliable, thorough, and meets users' needs before distribution or completion. Takes personal responsibility for actions and performance. Handles problems respectfully, efficiently, and timely. Keeps supervisors informed of project status and possible controversial issues or situations. Accepts feedback and coaching as means of developing skills. Is dependable and reliable including meeting attendance and punctuality requirements and ensures coverage when submitting leave requests in advance. Considers aspects and consequences before taking action. Asks clarifying questions if assignments or tasks are unclear. Is flexible, open-minded, and accepts change. Ensures the communication method is appropriate for the situation and communicates in a friendly courteous manner. Effectively communicates in ways that enhance productivity and build respectful relationships and shares relevant information appropriately. Demonstrates active listening: written and verbal communications are appropriate for the job. Maintains clear communication regarding mutual expectations and follows through. Ensures customers' needs/expectations are addressed appropriately. Maintains a positive and professional image. Provides accurate information and refers to appropriate staff if necessary. Honors commitments and agreed upon time frames with customers. Ensures work product/service is accurate, reliable, thorough, and meets customers' needs before distribution or completion.

#### **DOES NOT ACHIEVE PERFORMANCE STANDARDS (DNA)**

***This employee's performance needs improvement and/or is inconsistent in meeting performance expectations. Fails to meet one or more core performance standards and/or key job expectations.***

May have performed at a higher level in the past, but performance has markedly declined, or employee cannot consistently sustain an acceptable level of performance such as:

Assignments/tasks are not consistently completed timely and accurately even when provided additional training and/or time extensions. Inconsistently demonstrates the skills and abilities to perform job functions or responsibilities satisfactorily. Requires frequent supervision on routine activities due to low performance or skill level even when provided additional coaching and training. Is perceived by peers and managers as non-collaborative and not being a team player. Fails to meet customer needs/expectations. May exhibit behaviors that are disruptive to cohesive teamwork, create conflict or impede organizational and unit goals. May exhibit problems in attendance, work quality and quantity, completing tasks in a timely manner, and/or interpersonal relations with customers, co-workers and supervisors.